

The Highland Council

Agenda Item	5
Report No	HCW-12-23

Committee: Health, Social Care and Wellbeing

Date: 24 August 2023

Report Title: Health and Social Care - Revenue Budget Monitoring and Performance Reporting for Q1 2023/24 – 01 April 2023 to 30 June 2023 and Final Outturn 2022/23

Report By: Executive Chief Officer, Health and Social Care

1. Purpose/Executive Summary

- 1.1 This report provides Members with a revenue monitoring position for Quarter 1 of the current 2023/24 financial year, to the end of June 2023. Details are also provided in relation to the final out-turn for the previous financial year 2022/23. **Annexes 1 and 2** set out the monitoring forecast and the final out-turn.
- 1.2 Members will recall in terms of monitoring reports in 22/23 that a significant underspend was forecast. That underspend amounted to £4m against an annual budget of £181.294m. That underspend is principally in relation to the delivery of Children's Services and has increased more than anticipated - this is discussed within the narrative of this report. That underspend continues into 23/24 in terms of the monitoring for Q1.
- 1.3 There is no numerical update on progress with budget saving delivery for 23/24 albeit detail is provided within the narrative of the report. Members will however note in terms of 22/23 all savings were achieved by the Service.
- 1.4 This report also provides performance information on:
 - Corporate Indicators
 - Contribution to the Corporate Plan
 - Service Plan Progress
 - Mitigation of Service Risks
 - Service updates out with the Corporate Indicators or Service Plan

The content and structure is intended to:

- assist Member scrutiny and performance management
- inform decision making to aid continuous improvement, and
- provide transparency and accessibility

For the purpose of this report details have been provided from the dashboard showing the latest updates on the HSC Service Plan. Information is also included in relation to those indicators which are relevant for Adult Care Services. The Committee will be aware of services delivered by NHS Highland and form part of separate assurance reporting.

2. Recommendations

2.1 Members are asked to:

- i. **Consider** the forecast revenue position as at Quarter 1 of the 2023/24 financial year and the final out-turn position in terms of the financial year 2022/23.
- ii. **Note** the progress update provided in relation to budget savings delivery.
- iii. **Scrutinise** the Service's performance and risk information.

3. Implications

3.1 Resource

The report and appendices provide an up to date forecast of the financial position, including progress with delivery of savings. There are no specific recommendations at this time with particular implications to highlight. As noted below in the risk section, there remains ongoing uncertainty and challenge in financial forecasting as a result of the current financial crisis. There may also be resource implications in terms of the continuing delivery of adult social care and details in relation to that will be provided to subsequent meetings.

3.2 Legal

No particular implications to highlight. This report contributes to the Council's statutory duties to report performance and secure best value in terms of: Section 1(1)(a) of the Local Government Act 1992, and Section 1 of the Local Government in Scotland Act 2003, respectively.

3.3 Community (Equality, Poverty, Rural and Island)

The Service continues to respond to service need across our communities, within the resources available, and the ongoing redesign of staffing structures and re-alignment of budgets as a result is with the focus of ensuring the available resources are aligned with Council priorities and service needs.

3.4 Climate Change / Carbon Clever

No implications to highlight.

3.5 Risk

This report and appendices reflects best available information and assessment of expected service impacts, including those residual Covid-19 impacts on service demand, and the financial crisis. There remains the risk of changes in circumstance that may have an adverse variance on financial forecasts. The risk in relation to the adult care service delivered by NHS Highland is ongoing and is likely to result in a projected significant overspend in terms of which will be discussed at the Joint Monitoring Committee. The risk in relation to the care home service is set out and referenced within the Council's corporate risk register and remains relevant. The Committee are also sighted on the risk in relation to recruitment challenges across social work which is a significant contributing factor to the reported underspend. That risk creates a risk in terms of service delivery which is reflected in the Council's corporate risk register.

3.6 Health & Safety (risks arising from changes to plant, equipment, process, or people)

There are no immediate health and safety implications arising from this report.

3.7 Gaelic

No implications to highlight.

4. Quarter 1 Monitoring Forecast

- 4.1 **Annex 1** sets out the Quarter 1 monitoring position for the new financial year.
- 4.2 Against a budget for the year of £183.937m, an underspend remains forecast given the position in relation to staff vacancies. At the current time no variances have been included in relation to those lines – predominantly in relation to looked after children – where generally there has been an overspend. An accompanying narrative is provided at para 4.3 – 4.7 below.
- 4.3 There are a number of compensating variances. Previously the main factors in the overall underspend had related to the Covid-19 Response budget heading and to staff vacancies. Members will note that for 23/24 there is no covid response budget heading and as such the underspend is likely to be less over this financial year notwithstanding the fact that very significant staff vacancies are continuing to lead to significant risk in relation to service delivery as well as contributing to an ongoing underspend. The focus of the Service is however in relation to the lines where there is more likely to be an overspend i.e., looked after children. The Families First Strategy is intended to improve outcomes in regard to service delivery and will also contribute to reducing that anticipated -and historic – overspend.
- 4.3.1 Members will recall from previous reports, the positive trends being shown in Looked After Children, with it forecast that the number of children in out of authority residential provision was approaching the lowest level it had been at for some years. That work continues and is referred to in detail at paragraph 4.9.
- 4.4 The following sections provide some further narrative relating to service developments which will inform future reporting in terms of anticipated variances.
- 4.5 Family Teams – past reports to Committee over recent years have highlighted a legacy underspend against this budget heading, as well as the actions being taken to (a) address some of the local and national challenges around recruitment, (b) redesign of the service and (c) re-alignment of the budget. Those vacancies associated with what is likely to be a significant underspend cause much concern and the Committee will recall a previous report in relation to that associated risk which continues and is now reflected in the Corporate Risk Register.
- 4.6 Fostering, Kinship and Adoption – Members will recall that there has been a review of allowances in relation to the payment of Foster carers and Kinship carers in acknowledgement that allowances have not increased for many years and as a result, this has had negative impacts on recruiting and retaining foster carers in particular. The use of local – Highland – provision is a key part of the Family First strategy in terms of seeking to keep children in their communities. It is intended that this strategy will – as well as improving outcomes for children and young people who are looked after – also contribute to savings by reducing reliance on purchased placements out of Highland which come at an increased cost. Work is ongoing in relation to showing those variances by Quarter 2. Meantime in terms of reporting positive trends the increase in allowances for Kinship Carers has meant that more family members are able to afford to take on the care of their younger relatives. There has also been an increase in the number of Kinship Orders being granted which not only legally secures the children with their kin but also has a positive impact on the budget spend.
- 4.6.1 In terms of fostering placements out with Highland until June 2023 there had been no placements with Independent Fostering providers since September. There have

however been three since the end of June which is reflective of what is a busy time being the school holiday period. Notwithstanding those placements the overall trend is positive, and it is anticipated will lead to a reduction in what has been an overspend. In terms of recruitment of foster carers, it should be noted that there have been an increase in terms of applications which is also positive in terms of keeping children in Highland Communities.

- 4.6.2 The position in relation to external residential provision is included within the narrative in relation to Looked After Children below.
- 4.7 Looked After Children – ‘The Promise’ is at the heart of practice within Highland Council. Consequently, we have been focussed on shifting the balance of care so that children and young people remain at home – when safe to do so. This is reflected in the Family First strategy reflected above.
- 4.7.1 That vision to safely keep children within their families and communities is achieving impact with less children coming into the statutory social work system. This is evidenced through our ‘Looked After Children’ statistics over a 3-year trend. From 2020 to 2022/23 there has been an 18-20% reduction in Looked After Children from **495** (2020), **469** (2021), **402** (2022) and **405** (2023). Highland’s rate of children per 1,000 (population 0-17) that are Looked After is **9.3**, which is less than comparator averages of 13.2 and less than the Scottish average which is 12.3 Those children who are looked after in foster placements are referred to in para 4.8 above and the positive trend there should be noted.
- 4.7.2 In terms of those children and young people in residential placements the outlook is also positive. There are currently 17 children (down from 23 last year) out with the Highland area in spot purchased placements and work is ongoing in relation to 9 of those children and young people with a view to their coming home to Highland. This will have a positive effect on the budget spend as well as improving outcomes and it is expected that those trends will be shown in reported variances in Quarter 2.
- 4.7.3 Whilst the trends in relation to residential placements is positive and it is anticipated that it will result in savings it should be noted that whilst the overall numbers are decreasing that the cost of living crisis is such that in real terms the cost of individual placements is significantly increasing. Consequently, we will be monitoring this situation closely and update Committee accordingly.
- 4.8 Commissioned Adult Services – There have been significant funding streams made available in terms of adult social care which reflect the ongoing pressures in service delivery in that sector which have been recognised by Scottish Government in terms of extra funding. Further funding has been made available to deal with particular winter pressures and that funding will be passported directly to NHS Highland as the lead agency. The Committee will be aware that the delivery of adult social care and the associated funding is discussed at the Joint Monitoring Committee, and that there remain regular and ongoing discussions on financial matters between Senior Officials within both organisations. Due to current pressures within adult social care, close budget monitoring is actively being pursued to identify and address potential budget pressures before year end. It is understood that the current savings required in order to deliver adult services in budget is £4.1m and there are active and ongoing discussions with NHS Highland in terms of how that might be delivered.

5. Budget Savings Delivery

- 5.1 In relation to progress with delivery of budget savings for 22/23 the Committee should note that those savings were delivered.
- 5.2 In relation to Quarter 1 the Committee should note that no progress is reported in relation to the savings line of the budget statement. That is not to say that there is no progress and members should note the detail in paragraph 4 in terms of positive progress in terms of outcomes achieved – and expected linked savings – as a result of the ongoing work in relation to Families 1st Strategy and the work in Fostering and Adoption.
- 5.2.1 In terms of efficiency savings, the Service is aiming for a 1.5% budget reduction across all budgets that all managers are responsible for. This strategy is less ‘big bang’ but more about the small pennies across the entire service collectively amount to significant savings. There are also expected to be some savings in terms of staffing which will be crystallised as the ongoing recruitment drive progresses and will be reflected in the variances which will be part of Quarter 2 reporting. That work will also reflect some further alignment work as previously reference to better reflect the areas of challenge.

6. Service Performance – Corporate Indicators

- 6.1 Service performance in relation to Absence, Complaints, FOIs, and Invoice Payments are set out in the following sub-sections.

6.2 Service Attendance Management

Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council’s benchmarked performance. In Quarter 4 22/23 the Service lost an average of 2.87 days per employee compared to an average of 2.88 for the Council as a whole.

Average number working days per employee lost through sickness absence

Average Days Lost	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Health and Social Care	1.94	1.59	1.69	2.05	2.04	2.27	2.87	
Highland Council	1.52	1.83	2.22	2.24	1.61	1.92	2.88	

Please note that Quarter 1 was not yet available as of the time of writing this report.

6.3 Service Complaints Response Times

Monitoring complaints provides important feedback which can facilitate decision making and service design. Services are responsible for responding to complaints which are issued on their behalf by the Customer and Resolution Improvement Team (‘CRIT’).

Performance for complaints during Quarter 1 against a corporate target of 80% was as follows:

Number of closed complaints and the % compliant with the legislative timescale

Frontline Resolution within 5 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Health and Social Care	8	63 %	6	67 %	4	50 %	2	0 %	6	100 %	2	100 %	3	67 %	3	100 %
Highland Council	263	62 %	207	62 %	161	62 %	170	61 %	163	90 %	137	93 %	101	90 %	162	92 %

Investigation Resolution within 20 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Health and Social Care	5	20 %	5	60 %	7	29 %	3	33 %	14	36 %	9	33 %	8	13 %	6	67 %
Highland Council	32	63 %	68	54 %	48	44 %	65	46 %	54	31 %	49	47 %	63	41 %	97	63 %

Escalated Resolution within 20 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Health and Social Care	4	50 %	2	0 %	2	50 %	4	0 %	3	33 %	1	0 %	1	0 %	3	0 %
Highland Council	43	40 %	45	51 %	57	37 %	38	18 %	34	32 %	22	36 %	15	33 %	32	50 %

6.4 Service Freedom of Information ('FOI') Response Times

FOI requests are co-ordinated by CRIT in collaboration with the Service teams which may hold information relevant to the request.

The performance for FOI response times during Quarter 1 against a corporate target of 90% was as follows:

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Health and Social Care	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
	28	89 %	36	86 %	28	93 %	48	73 %	25	84 %	34	76 %	40	83 %	25	92 %

% FOIs Compliant - Highland Council	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
	391	87 %	414	84 %	400	76 %	462	73 %	364	82 %	478	81 %	536	75 %	399	84 %

Tables display the number of FOIs closed within the quarter and % of those that were compliant with the legislative timescale (20 working days) for the service and the Highland Council overall.
The Scottish Information Commissioner requires the Council to achieve a minimum compliance rate of 90%.

Please note – these figures differ slightly to those reported previously as the system for calculation previously used for these reports has been changed to ensure it is consistent with the system used when reporting to the Scottish Information Commissioner.

6.5 Service Invoice Payment Times

Payment of invoices within 30 days of receipt is a Council Statutory Performance Indicator. The Council also monitors the number of invoices paid within 10 days of receipt.

The performance for invoice payment times within 10- and 30-days during Quarter 1 against a target of 77% and 95%, respectively, was as follows:

Health and Social Care - Invoice Payments

Invoice Payment within 30 days	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Health and Social Care	96.2 %	92.4 %	94.0 %	97.6 %	97.5 %	97.5 %	96.3 %	98.5 %
Highland Council	95.8 %	94.2 %	89.1 %	94.1 %	94.2 %	95.1 %	94.9 %	94.5 %

Invoice Payment less than 10 days	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Health and Social Care	89.9 %	74.7 %	59.4 %	92.5 %	91.7 %	85.8 %	83.2 %	93.0 %
Highland Council	80.2 %	67.8 %	53.1 %	67.5 %	73.4 %	70.4 %	71.6 %	70.6 %

7. Service Contribution to the Corporate Plan

- 7.1 The full Corporate Plan, “Our Future Highland”, [can be viewed on the Highland Council website](#). It sets out how the Council will achieve the Council programme for 2022-27 and is reviewed yearly. The Service’s contribution to the Corporate Plan is set out below, along with commentary for any indicators making no significant progress for Q1 23/24. For some indicators information is not yet available for 2023/24.

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
CP1.08 % of Children and Young People in formal kinship care	FY 20/21	22.7 %	FY 21/22	19.1 %	FY 22/23	18.4 %
CP1.08 CHN09 - % of Children and Young People in care in the community	AY 20/21	85.39 %	AY 21/22	83.67 %	AY 22/23	
CP1.08 Establish a pilot funded by Whole Family Wellbeing Fund in Lochaber	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP1.08 No. of H&SC staff trained in Solihull Approach - begins 2023/24	FY 20/21		FY 21/22		FY 22/23	
CP1.08 The average number of children and young people accommodated outwith Highland - Annual	FY 20/21	28	FY 21/22	24	FY 22/23	20
CP1.08 The number of foster carer approvals - annual	FY 20/21	16	FY 21/22	13	FY 22/23	
CP1.09 Establish 4-yr pilot project re Non-Fatal Overdoses in Inverness	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP2.05 SW02 - Direct payments spend on 18+ adults	FY 20/21	6.63 %	FY 21/22	7.46 %	FY 22/23	
CP2.05 SW03a - % of people aged 65+ with long-term care needs receiving personal care at home	FY 20/21	55.57 %	FY 21/22	55.76 %	FY 22/23	
CP3.05 HC and NHS develop strategic proposal to reduce no. residents in Residential Care Homes	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP5.01 ERDs being completed - HSC	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage	Q1 23/24	On Target

- 7.2 **Percentage of Children and Young People in formal kinship care:** We are continuing to try and ensure that children live with Kinship care when they are not able to live with their parents. The family group decision making approach is being developed to help us in supporting more children live with their families and we hope that this will lead to an increase in the number of children who are able to be supported in Kinship placements. We have continued to make steady progress in making permanent plans for children in Kinship placements with more children being supported through Kinship care orders. [This indicator is also included in the Service Plan].

8. Service Plan Progress

- 8.1 In terms of the Service Plan for the Health and Social Care Service there are a number of actions and indicators which are considered regularly by officers to monitor service performance. Members will note that these indicators relate to the delivery of children’s services (both social work services and the commissioned child health service) as well as the justice service and the mental health officer service which sit within the Highland Council. Further indicators in relation to the service’s workforce development and

quality assurance are also included. This detail which is recorded on the Council's Performance and Risk Management System (PRMS) is included as **Annex 3** to this Report. Please note that this Service Plan has been updated and is part of a separate report to Committee.

- 8.2 Adult care services are delivered by NHS Highland and there are 3 specific SPIs which are formally reported upon. These indicators are also included in the Corporate Plan and are due to be updated in December 2023. Details in relation to those are included at **Annex 4**.
- 8.3 It is not intended that the details in relation to these indicators are provided within the confines of this report. However, it is intended that there be a further report in relation to adult care services assurance to the next Committee when there will be an opportunity to discuss the detail in relation to that element of service delivery.
- 8.4 It is intended that going forward the Committee ought to have regular oversight in terms of the Service's performance against the revised Service plan and as such it is hoped that the attached information at **Annexes 3 and 4** is helpful.

9. Service Risks Mitigation

- 9.1 The Service maintains a Service Risk Register, which was last reviewed in Q4 22/23. These risks, their current risk ratings and Q1 23/24 mitigation status are shown in **Annex 5**.

Designation: Executive Chief Officer Health and Social Care

Date: 10 August 2023

Author: Fiona Malcolm Head of Integration Adult Social Care

Background Papers:

Appendices

HEALTH, WELLBEING AND SOCIAL CARE REVENUE MONITORING - 2023-24

2023/2024 Quarter 1 April to June	£'000 Annual Budget	£'000 Actual YTD	£'000 Projected Outturn	£'000 Year End Variance
BY ACTIVITY				
Service Management and Support				
Management Team	926	249	933	7
Business Support	1,394	292	1,326	-68
COVID-19 Response	0	-110	0	0
	2,320	431	2,259	-61
Adult Services				
Commissioned Adult Services	137,695	17,001	137,695	0
Mental Health Teams	1,630	274	1,583	-47
Criminal Justice Service	62	-11	62	0
Other Services for Vulnerable Adults	1,444	557	1,435	-9
	140,831	17,821	140,775	-56
Children's Services				
Looked After Children	27,042	5,005	25,159	-1,883
Family Teams	18,688	4,350	18,009	-669
Other Services for Children	6,330	1,768	9,000	2,670
Commissioned Children's Services Income from NHS	-11,274	-51	-11,274	0
	40,786	11,072	40,904	118
TOTAL HEALTH, WELLBEING AND SOCIAL CARE	183,937	29,324	183,938	1
	£'000 Annual Budget	£'000 Actual YTD	£'000 Projected Outturn	£'000 Year End Variance
BY SUBJECTIVE				
Staff Costs	40,614	9,534	38,271	-2,343
Other Costs	160,746	21,898	163,084	2,338
Gross Expenditure	201,360	31,432	201,355	-5
Grant Income	-17,405	-2,104	-17,405	0
Other Income	-18	-4	-12	6
Total Income	-17,423	-2,108	-17,417	6
NET TOTAL	183,937	29,324	183,938	1

HEALTH, WELLBEING AND SOCIAL CARE SERVICE

2023/2024													
Quarter 1, April to June													
	GROSS EXPENDITURE			GROSS INCOME			NET TOTAL			VARIANCE ANALYSIS			
	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Projected Outturn	£'000 Staffing Variance	£'000 Other Spend Variance	£'000 Income Variance	£'000 Total Variance
BY ACTIVITY													
Service Management and Support													
Management Team	926	249	7	0	0	0	926	249	926	0	0	0	0
Business Support	1,394	292	-68	0	0	0	1,394	292	1,326	-70	2	0	-68
COVID-19 Response	0	-1	0	0	-108	0	0	-110	0	0	0	0	0
Adult Services													
Commissioned Adult Services	137,695	17,001	0	0	0	0	137,695	17,001	137,695	0	0	0	0
Mental Health Teams	1,630	347	-47	0	-73	0	1,630	274	1,583	-47	0	0	-47
Criminal Justice Service	4,998	915	0	-4,936	-926	0	62	-11	62	0	0	0	0
Other Services for Vulnerable Adults	1,467	557	-9	-23	0	0	1,444	557	1,435	-11	2	0	-9
Looked After Children													
Fostering & Adoption	6,918	1,583	-144	0	-1	0	6,918	1,582	6,774	-24	-120	0	-144
Looked After Children (Residential) In house	1,588	647	681	0	-268	0	1,588	379	2,269	681	0	0	681
Looked After Children (Respite) In house	1,334	424	393	0	0	0	1,334	424	1,727	393	0	0	393
Looked After Children (Residential) Independent / 3rd Sector	8,008	1,364	0	0	0	0	8,008	1,364	8,008	0	0	0	0
Looked After Children (Through care & aftercare)	1,953	205	-674	0	0	0	1,953	205	1,279	48	-722	0	-674
Looked After Children (Alternatives to OOA)	6,965	1,109	-2,061	-401	-179	0	6,563	930	4,502	-2,061	0	0	-2,061
Looked After Children Management and Support	677	122	-78	0	0	0	677	122	599	-80	2	0	-78
Family Teams													
Family Teams - North	3,055	717	-117	0	0	0	3,055	717	2,938	-131	14	0	-117
Family Teams - Mid	3,529	888	-5	0	-10	0	3,529	878	3,524	-148	143	0	-5
Family Teams - West	3,126	673	-235	0	0	0	3,126	673	2,891	-229	-6	0	-235
Family Teams - South	8,591	1,994	-339	-15	0	0	8,576	1,994	8,246	-413	81	0	-332
Self Directed Support (Direct Payments)	401	86	27	0	0	0	401	86	428	1	26	0	27
Other Services for Children													
Child Protection	996	205	-60	-124	-90	0	872	115	812	-63	3	0	-60
Health and Health Improvement	1,497	304	45	-632	-305	0	865	-1	910	38	7	0	45
Allied Health Professionals	3,839	988	14	-11	-82	0	3,828	906	3,842	11	3	0	14
Primary Mental Health Workers	607	136	-17	0	0	0	607	136	590	-13	-4	0	-17
Specialist Services	401	169	0	0	0	0	401	169	401	0	0	0	0
Youth Action Services	1,655	217	-245	0	-10	0	1,655	207	1,410	-222	-23	0	-245
Other Services for Children	878	230	-29	-7	0	7	871	229	849	-4	-25	7	-22
Staff Training	179	28	8	0	-4	0	179	25	187	0	8	0	8
Independent Funds	0	-17	0	0	0	0	0	-17	0	0	0	0	0
Unallocated Savings	-2,947	0	2,947	0	0	0	-2,947	0	0	0	2,947	0	2,947
Commissioned Children's Services income from NHS	0	0	0	-11,274	-51	0	-11,274	-51	-11,274	0	0	0	0
TOTAL	201,360	31,432	-6	-17,423	-2,107	7	183,937	29,324	183,938	-2,344	2,338	7	1

HEALTH, WELLBEING AND SOCIAL CARE REVENUE MONITORING - 2022-23

2022/2023 Year End Position	£'000 Budget 22/23	£'000 Actual 22/23	£'000 Year End Variance
BY ACTIVITY			
Service Management and Support			
Management Team	811	748	-63
Business Support	1,326	1,043	-283
COVID-19 Response	1,900	156	-1,744
	4,037	1,948	-2,090
Adult Services			
Commissioned Adult Services	139,013	139,013	0
Mental Health Teams	1,629	1,470	-159
Criminal Justice Service	64	57	-7
Other Services for Vulnerable Adults	1,432	1,587	155
	142,138	142,127	-11
Children's Services			
Looked After Children	25,787	26,591	803
Family Teams	18,382	16,866	-1,515
Other Services for Children	9,008	7,785	-1,222
Commissioned Children's Services Income from NHS	-11,299	-11,299	0
	41,878	39,944	-1,935
TOTAL HEALTH, WELLBEING AND SOCIAL CARE	188,054	184,019	-4,035
	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Variance
BY SUBJECTIVE			
Staff Costs	42,191	38,949	-3,242
Other Expenditure	163,117	162,963	-153
Gross Expenditure	205,308	201,912	-3,396
Grant Income	-17,236	-17,855	-620
Other Income	-18	-38	-20
Total Income	-17,254	-17,893	-639
NET TOTAL	188,054	184,019	-4,035

HEALTH, WELLBEING AND SOCIAL CARE SERVICE

2022/2023		GROSS EXPENDITURE			GROSS INCOME			NET TOTAL			VARIANCE ANALYSIS				
Year End Position		£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Actual Outturn	£'000 Staffing Variance	£'000 Other Spend Variance	£'000 Income Variance	£'000 Total Variance	
BY ACTIVITY															
Service Management and Support															
Management Team		811	748	-63	0	0	0	811	748	-63	2	-65	0	-63	
Business Support		1,326	1,043	-283	0	0	0	1,326	1,043	-283	-249	-34	0	-283	
COVID-19 Response		1,900	157	-1,743	0	-1	-1	1,900	156	-1,744	0	-1,743	-1	-1,744	
Adult Services															
Commissioned Adult Services		139,013	139,013	0	0	0	0	139,013	139,013	0	0	0	0	0	0
Mental Health Teams		1,629	1,488	-142	0	-17	-17	1,629	1,470	-159	-104	-38	-17	-159	
Criminal Justice Service		5,006	4,583	-423	-4,942	-4,526	416	64	57	-7	-416	-7	416	-7	
Other Services for Vulnerable Adults		1,455	1,610	154	-23	-22	1	1,432	1,587	155	133	21	1	155	
Looked After Children															
Fostering & Adoption		5,616	6,164	547	0	-4	-4	5,616	6,159	543	-92	639	-4	543	
Looked After Children (Residential) In house		3,033	3,290	257	0	-447	-447	3,033	2,843	-190	-110	366	-447	-190	
Looked After Children (Respite) In house		1,740	1,714	-27	0	0	0	1,740	1,714	-27	-55	28	0	-27	
Looked After Children (Residential) Independent / 3rd Sector		8,008	9,537	1,529	0	0	0	8,008	9,537	1,529	0	1,529	0	1,529	
Looked After Children (Through care & aftercare)		2,004	1,257	-747	-31	-26	5	1,973	1,230	-743	-35	-712	5	-743	
Looked After Children (Alternatives to OOA)		5,249	5,107	-143	-292	-434	-142	4,957	4,673	-284	-125	-18	-142	-284	
Looked After Children Management and Support		459	434	-25	0	0	0	459	434	-25	-25	0	0	-25	
Family Teams															
Family Teams - North		3,070	2,771	-299	0	-2	-2	3,070	2,769	-301	-287	-12	-2	-301	
Family Teams - Mid		3,570	3,554	-17	0	-7	-7	3,570	3,546	-24	-101	84	-7	-24	
Family Teams - West		3,105	2,921	-185	0	-4	-4	3,105	2,917	-188	-179	-5	-4	-188	
Family Teams - South		8,375	7,601	-774	-15	-34	-19	8,360	7,567	-793	-808	34	-19	-793	
Self Directed Support (Direct Payments)		276	67	-209	0	0	0	276	67	-209	3	-212	0	-209	
Other Services for Children															
Child Protection		746	728	-18	-31	-224	-193	715	504	-211	-9	-9	-193	-211	
Health and Health Improvement		1,505	1,374	-131	-584	-620	-37	921	754	-167	-120	-11	-37	-167	
Allied Health Professionals		3,599	3,593	-6	-30	-215	-185	3,569	3,378	-191	-14	8	-185	-191	
Primary Mental Health Workers		532	448	-84	0	0	0	532	448	-84	-79	-4	0	-84	
Specialist Services		401	401	0	0	0	0	401	401	0	0	0	0	0	
Youth Action Services		1,653	1,111	-543	0	0	0	1,653	1,111	-543	-519	-23	0	-543	
Other Services for Children		1,044	1,043	-1	-7	-4	3	1,037	1,040	2	-23	22	3	2	
Staff Training		179	155	-24	0	-4	-4	179	150	-29	-32	8	-4	-29	
Independent Funds		0	2	2	0	-2	-2	0	0	0	0	2	-2	0	
Unallocated Savings		0	0	0	0	0	0	0	0	0	0	0	0	0	
Commissioned Children's Services income from NHSH		0	0	0	-11,299	-11,299	0	-11,299	-11,299	0	0	0	0	0	
TOTAL		205,308	201,912	-3,396	-17,254	-17,893	-639	188,054	184,019	-4,035	-3,242	-153	-639	-4,035	

Annex 3: Service Plan

Electronic Monitoring of Bail Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop systems/process re electronic monitoring of bail supervision	Q4 22/23	Some Slippage	Q1 23/24	On Target		Target ongoing
No. assessments for Bail Supervision	Q4 22/23	0	Q1 23/24	164	1	
TO BE ARCHIVED: No. assessments for EM Bail	Q4 22/23		Q1 23/24			

Non-Fatal Overdose Pathway Team Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
CP1.09 Establish 4-yr pilot project re Non-Fatal Overdoses in Inverness	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q4 25/26
Establish new project to increase community engagement with drug related services	Q4 22/23	On Target	Q1 23/24	On Target		Target ongoing
No. individuals in community engaged with Non-Fatal Overdose Pathway Team Project - due to start FY23/24	Q4 22/23		Q1 23/24			
No. of non-fatal overdose notifications - due to start reporting FY23/24	Q4 22/23		Q1 23/24			

Family 1st Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
% referrals to Family Nurse Partnership programme	M2 23/24	85.4 %	M3 23/24	85.2 %	85.0 %	updated monthly
Develop early intervention and preventative services with 3rd sector	Q4 22/23	On Target	Q1 23/24	On Target		Target is ongoing
HSC Workforce Plan in progress	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Introduce Family Group Conferencing - due to start Q3 22/23	Q4 22/23	Some Slippage	Q1 23/24	On Target		due to completed Q3 23/24
No. of accommodated children and young people	M2 23/24	318	M3 23/24	323	314	updated monthly
No. children needing to live away from the family home but supported in kinship care increases - Monthly	M2 23/24	17.3 %	M3 23/24	17.3 %	22.0 %	updated monthly
No. of accommodated children and young people - residential	M2 23/24	56	M3 23/24	56	61	updated monthly
No. Children in secure accommodation	M2 23/24	1	M3 23/24	1	4	updated monthly
Promote "Trauma is everyone's business" within THC	Q4 22/23	Some Slippage	Q1 23/24	On Target		Target ongoing
Shift the balance of care to promote family-based care	Q4 22/23	On Target	Q1 23/24	On Target		Target ongoing
TO BE ARCHIVED: Spend on Out of Authority accommodation	Q4 22/23		Q1 23/24		44 %	
The number of children and young people accommodated outwith Highland will decrease - Monthly	M2 23/24	17	M3 23/24	17	18	updated monthly
Uptake of specialist CP advice/guidance	M2 23/24	174	M3 23/24	158	59	updated monthly

Health and Wellbeing Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Analysis of core themes from Highland Child Protection Dataset	Q4 22/23	On Target	Q1 23/24	On Target		Target ongoing
CHN22 - % of child protection re-registrations within 18 months	FY 21/22	2.22 %	FY 22/23			Update due January - HC provisional Update due July - LGBF
Implement the Scottish Child Interview Model in Highland	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Aug 23
Increase training opportunities offered - due to start Q4 22/23	Q4 22/23	On Target	Q1 23/24	Some Slippage		Target ongoing
No. of offence based referrals to SCRA reduces - Monthly	M2 23/24	23	M3 23/24	37		updated monthly

Highland will Keep the Promise Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Brothers and Sisters project	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Capture the views of children and young people in residential care	Q4 22/23		Q1 23/24			Completed Q3 22/23
Change the language of care	Q4 22/23	On Target	Q1 23/24	On Target		Target ongoing
Promote Highland's vision of The Promise	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23

Managing Mental Health Officers [MHO] service demand Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Mental Health Officer Posts Total FTE	Q4 22/23	22.00	Q1 23/24	22.00	21.00	updated quarterly
The AWI Waiting List - month	M2 23/24	5	M3 23/24	5	0	updated monthly
Enhance MHO staffing levels by developing a 'grow your own' resource and support to new trainees	Q4 22/23	On Target	Q1 23/24	On Target		Target ongoing

Highland Health and Social Care Partnership Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Highland HSCP: develop Tier 2 CAMHS within HSC	Q4 22/23	On Target	Q1 23/24	On Target		Target ongoing
Highland HSCP: supporting delivery of future Adult Social Care	Q4 22/23	On Target	Q1 23/24	On Target		Target ongoing

HSC Quality Assurance Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Build business intelligence approach in HSC	Q4 22/23	On Target	Q1 23/24	On Target		Target ongoing
Delivery of network sessions using model for improvement - due to start Q1 23/24	Q4 22/23		Q1 23/24	Some Slippage		Target ongoing
Develop the current HSC performance framework	Q4 22/23		Q1 23/24			Completed Q2 22/23
The service will evaluate 2 quality indicators - due to start Q4 22/23	Q4 22/23	Some Slippage	Q1 23/24	Completed		Target ongoing
Utilise the PMF and business intelligence to support improvement - due to start Q3 22/23	Q4 22/23	On Target	Q1 23/24	On Target		Target ongoing

HSC Workforce development Q1 23/24

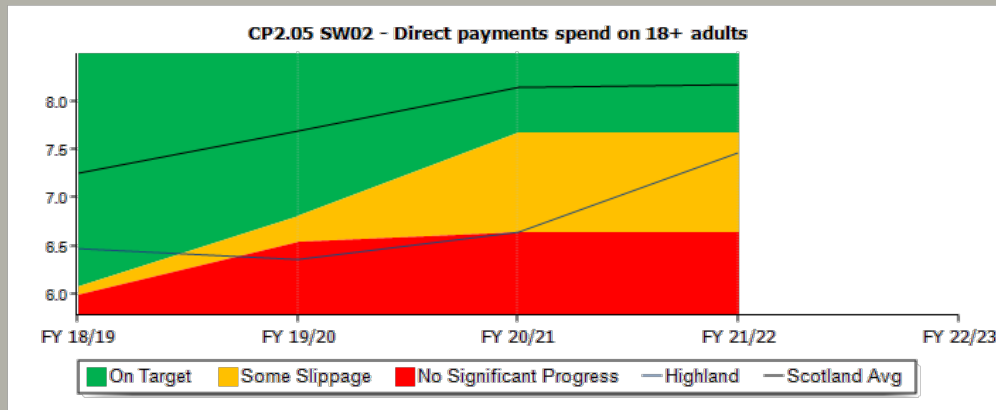
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
HSC Workforce Plan in progress	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23

Annex 4: Adult Social Care SPIs

CP2.05 SW02 - Direct payments spend on 18+ adults

YEAR / RAG	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Quartile	1	2	1	2	2
HC Rank	6	9	7	11	10
Rank Target			9	9	8

Highland Council Rank compared to 32 Authorities in Scotland. Ranking is monitored by Quartile. i.e. ranking 1-8 is in Quartile 1, ranking 9-16 is in Quartile 2, etc.

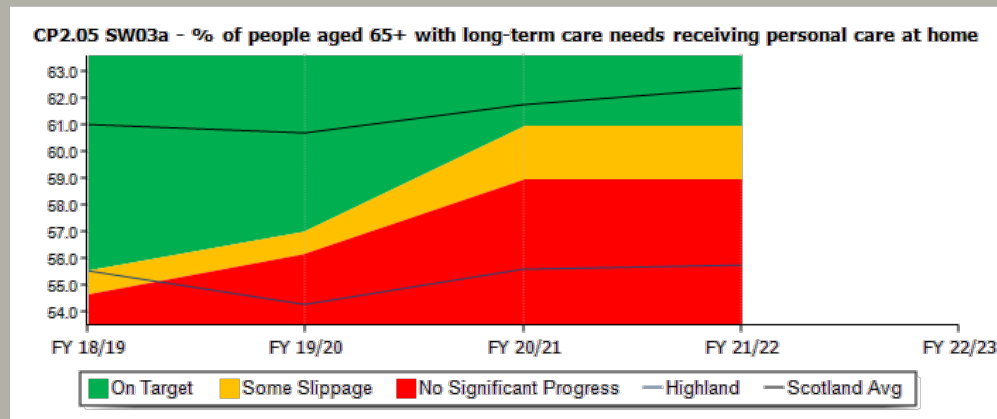


Year	Family Avg	Scottish Avg	Highland Avg
FY 20/21	6.44 %	8.13 %	6.63 %
FY 19/20	6.40 %	7.69 %	6.36 %
FY 18/19	5.02 %	7.25 %	6.47 %
FY 17/18	4.76 %	6.80 %	6.13 %
FY 16/17	6.75 %	6.36 %	6.29 %

CP2.05 SW03a - % of people aged 65+ with long-term care needs receiving personal care at home

YEAR / RAG	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Quartile	4	4	4	4	4
HC Rank	30	31	27	29	28
Rank Target			27	23	19

Highland Council Rank compared to 32 Authorities in Scotland. Ranking is monitored by Quartile. i.e. ranking 1-8 is in Quartile 1, ranking 9-16 is in Quartile 2, etc.



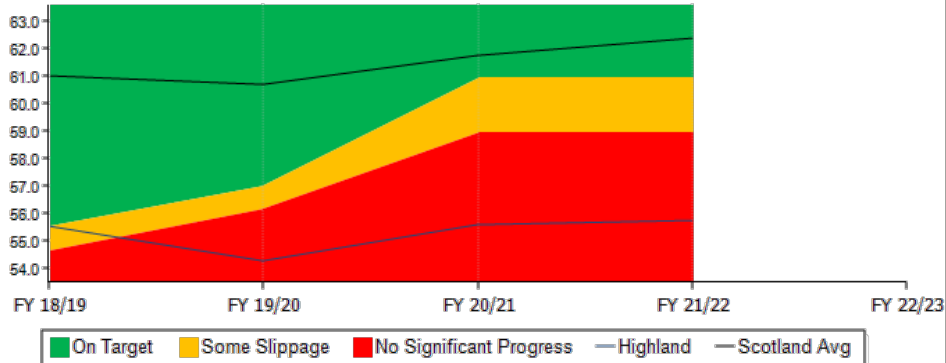
Year	Family Avg	Scottish Avg	Highland Avg
FY 20/21	60.60 %	61.71 %	55.57 %
FY 19/20	59.65 %	60.68 %	54.30 %
FY 18/19	60.19 %	61.02 %	55.55 %
FY 17/18	64.38 %	61.75 %	53.24 %
FY 16/17	60.59 %	60.12 %	49.92 %

CP2.05 SW03a - % of people aged 65+ with long-term care needs receiving personal care at home

YEAR / RAG	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Quartile	4	4	4	4	4
HC Rank	30	31	27	29	28
Rank Target			27	23	19

Highland Council Rank compared to 32 Authorities in Scotland. Ranking is monitored by Quartile. i.e. ranking 1-8 is in Quartile 1, ranking 9-16 is in Quartile 2, etc.

CP2.05 SW03a - % of people aged 65+ with long-term care needs receiving personal care at home



Year	Family Avg	Scottish Avg	Highland Avg
FY 20/21	60.60 %	61.71 %	55.57 %
FY 19/20	59.65 %	60.68 %	54.30 %
FY 18/19	60.19 %	61.02 %	55.55 %
FY 17/18	64.38 %	61.75 %	53.24 %
FY 16/17	60.59 %	60.12 %	49.92 %

Annex 5: Service Risks

Risk No.	Risk Rating	Risk Name	Q1 Mitigation
HSC01	D2	Not Realising the Benefits of the Integration Scheme	On Target
HSC03	B2	Workforce Management	On Target
HSC04	D3	Absence Management System	Some Slippage
HSC06	D3	Young People's Transitions	On Target
HSC08	D2	Potential Care Home Inquiry	On Target
HSC09	D2	Historic Child Abuse Inquiry	On Target
HSC11	B2	Risk Around Not replacing CareFirst	Some Slippage
HSC13	B2	LSCMI Assessments	On Target
HSC14	B1	VISOR	Some Slippage
HSC15	C1	Care Inspectorate Inspections [In Development]	

